Figure 40. One potential Mega DLO was recommended west of Houston, in Katy, near the intersection of Grand Parkway and Interstate Highway 10. A three-mile search area, a five-mile buffer, and ZIP Codes with their corresponding cities provided direction in the search for the Mega DLO lease site.

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Figure 41. One potential Mega DLO was recommended north of Houston, in Spring, at the intersection of Interstate Highway 45 and the Hardy Toll Road. A three-mile search area, a five-mile buffer, and ZIP Codes with their corresponding cities provided direction in the search for the Mega DLO lease site.
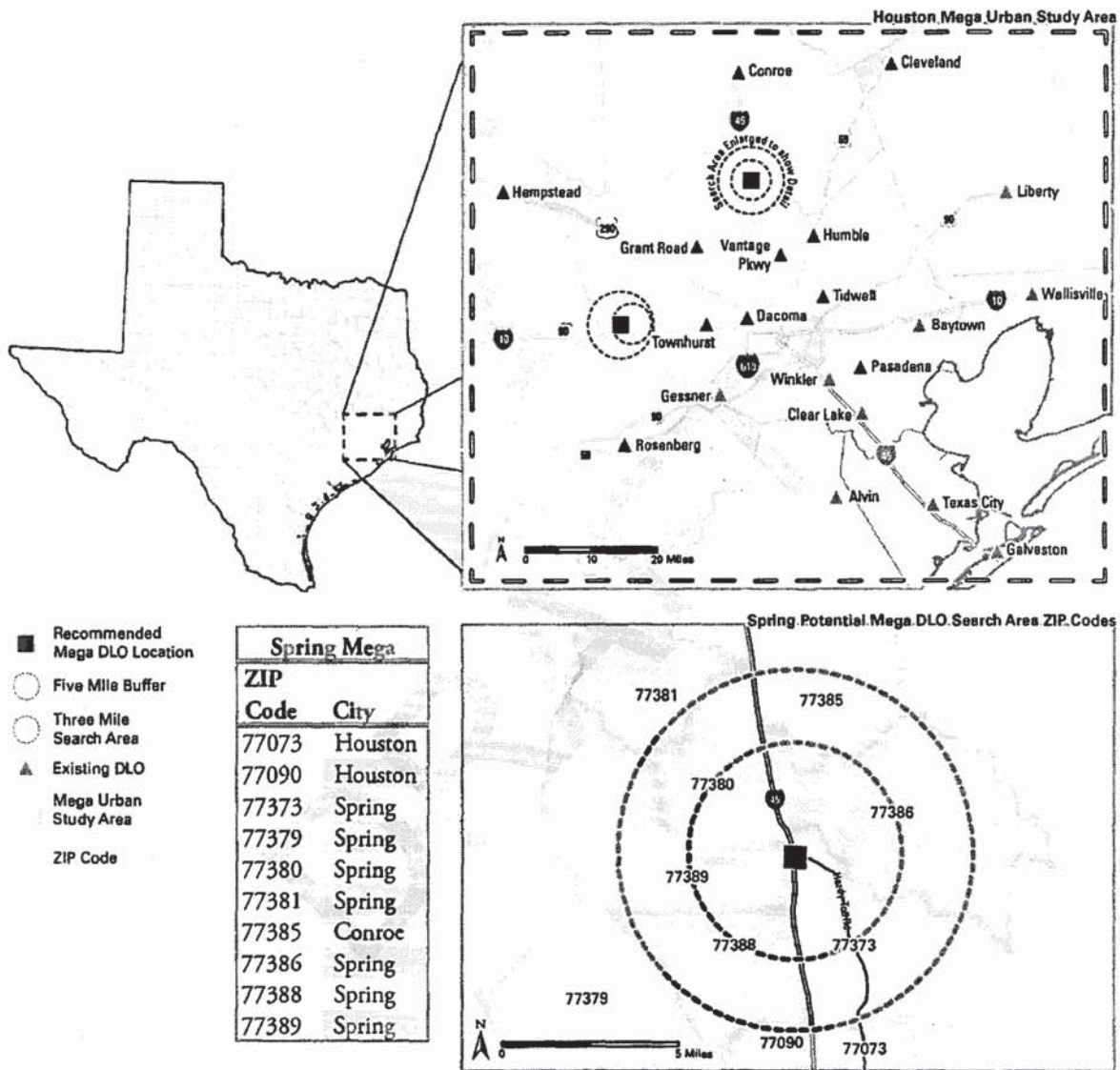
occurred with the Austin and San Antonio potential Mega DLOs.

Detailed FTE assignments for the potential Mega DLOs and all existing DLOs are found in Appendix A, Table 3A.

FTE DISPARITY

The DLO with the greatest FTE need was Houston-Grant Road at -10.6. The DLO with the second greatest need was Dallas-Southwest at -10.1. Houston-Dacoma had the third greatest disparity at -9.6.

Houston-Grant Road had 15 existing FTEs. However, the model reallocated Houston-Grant Road 25.6 FTEs. In other words, Houston-Grant Road needed to add 10.6 FTEs to have an equitable number of FTEs to serve its customer population. Houston-Grant Road had a carrying capacity of 20 FTEs which meant that it had space to add five FTEs. Since Houston-Grant Road was most in need of FTEs according to the model, it was the first DLO to be assigned one FTE from the pool of available FTEs. Houston-Grant Road's FTE disparity became -9.6. By assigning the Houston-Grant Road DLO one FTE, the Dallas-Southwest DLO then became the DLO with the greatest FTE disparity at -10.1. The process of iteratively assigning FTEs from the pool of available FTEs to the DLOs with the greatest disparity was repeated until all 100 FTEs were assigned. FTE Disparities, DLO carry-

ing capacities, and final recommended DLO FTE assignments are detailed in Appendix A, Table 3A.

A negative FTE Disparity at some DLOs was unable to be equitably alleviated due to limited Carrying Capacity at both the DLO with the disparity and nearby DLOs. These DLOs are designated in Appendix A, Table 3A With the goal of equitable FTE assignments and resolving FTE disparities, as more resources (i.e. funding, FTEs) are made available, finding solutions for these DLOs to accommodate additional FTEs should be a priority.

NEW FTE DISPARITY

After all FTE Assignments were completed, a New FTE Disparity remained at many existing DLOs and potential Mega DLOs. This was a result of the limited number of FTEs available for distribution and the over allocation of FTEs to some DLOs to maintain their existing number of FTEs. A negative New FTE Disparity indicated further FTE Need. The DLO with the greatest New FTE Need was Dallas-Southwest at -8.2 FTEs. A positive New FTE Disparity indicated FTE over allocation. The DLO with the greatest positive New FTE Disparity was the North Arlington potential Mega DLO at 15.9 FTEs.

There are two types of DLOs that have a New FTE Disparity. The first type consists

of DLOs that have need but cannot accommodate any more FTEs and there are no DLOs or potential Mega DLOs nearby that can absorb FTEs to alleviate their need. The second type consists of DLOs whose original FTE Disparity was too low to receive FTEs from the pool of available FTEs based on the hierarchy of need. At this time, there is nothing that can be done to alleviate New FTE Need without either (1) adding more FTEs statewide or (2) reallocating FTEs to DLOs with New FTE Need from over allocated DLOs. New FTE Disparities for each DLO are displayed in Appendix A, Table 3A.

PHASE FOUR: POTENTIAL DRIVER LICENSE OFFICE CLOSURES

As discussed in the Methods section, five criteria were used to evaluate all DLOs for potential closure. The maximum number of criteria fulfilled by a DLO was five and the

....

Table 8. Number of DLOs that fulfilled closure criteria.

Total Number of Closure Criteria Met	Number of DLOs
5	2
4	73
3	73
2	51
1	18
0	9

minimum was zero (Table 8). No DLOs that fulfilled four or more criteria were recommended for potential closure. All nine DLOs that did not satisfy any criteria were recommended as potential Tier 1 closures. Appendix A, Table 4A lists the potential Tier 1 and Tier 2 DLO closures with closure criteria and explanations of recommended closures. No DLO within a Three-Model or Two-Model Confluence was recommended as a potential DLO closure because the Confluences represented concentrations of customer demand.

A total of 26 DLOs were classified as Tier 1 potential DLO closures and eight DLOs were recommended as Tier 2 potential DLO closures. Region 5 had the highest number of potential DLO closures with 15 Tier 1 closures and two Tier 2 closures (Figure 42).

It is important to note that simply not fulfilling most or all of the criteria did not definitively result in a DLO being on the potential DLO closures list. The variability in outcomes is a result of the chain reaction that occurs with the closure of a DLO. For example, the closure of one DLO could result in a nearby DLO that was within 52 minutes to subsequently be greater than 52 minutes from the next closest DLO, resulting in the drive time criteria being met.

Potential DLO closures do not need to be implemented as a whole. They can be applied in any order and at any rate. In addition, potential DLO closure recommendations

were intended to make resources available for allocation to other DLO locations where they can have an impact on a greater number of customers. For example, a DLO that has one FTE and is currently completing 1,000 transactions per year as a result of low customer demand could be closed and the FTE could serve more customers in a DLO with a higher volume of customers. Invariably, closing a DLO and reallocating the FTE to another DLO will result in a decreased level of service for a small number of customers.

However, it could have a positive impact on a greater number of customers.

PHASE FIVE: ADDITIONAL ANALYSES

TRANSACTIONS INITIATED BY 15- TO 19-YEAR-OLDS

Excluding the five special DLOs listed in the Methods section, the Hempstead DLO (northwest of Houston) had the highest average monthly percentage of initiated transactions for CY 2010 by 15- to 19-year-olds at 34%. The Mission DLO had the lowest at 10%. Contributing factors to this variation could be economic, cultural, and demographic. Obtaining a driver license for a 15- to 19-year-old may be more necessary among certain populations. In addition, populations with more disposable income are more likely to have a second or third family car which could encourage the completion of driver education by 15- to 19-year-olds (Appendix A, Table 5A).
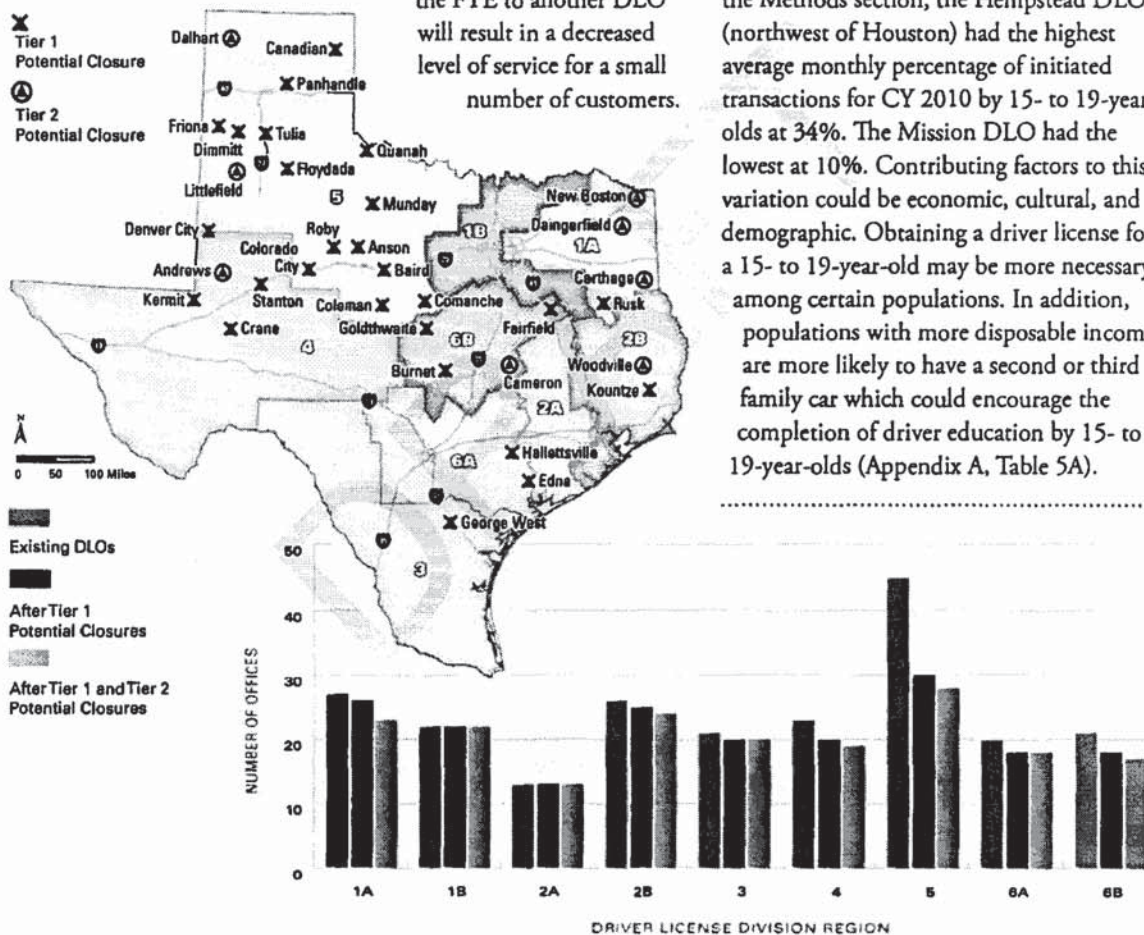
Figure 42. Comparison of Potential Driver License Office Closures and existing Driver License Offices by region.

Monthly initiated transaction percentages for all DLOs showed June had the highest average of monthly percentages of initiated transactions for 15- to 19-year-olds at 28%. The peak in June could be a result of the completion of driver education courses taught during the spring semester of the school year. Also, the end of the school year creates more free time for high school students to complete the steps necessary to obtain a driver license. September, October, November, and December tied for the lowest average at 19% (Appendix A, Table 6A).

LATE-DAY CLOSURES

Analysis of DLOs with late-day closures (7:00 pm closure times) showed that, although the total number of completed transactions at these DLOs decreased from 30,395 in the five o'clock hour to 28,902 in the six o'clock hour, the average number of employees processing these transactions decreased by a similar percentage. In other words, a similar number of transactions were being completed per employee during the five o'clock hour and the six o'clock hour (Table 9).

Table 9. Comparison of average number of transactions and average number of employees by hour for Driver License Offices with 7:00pm late day closures.

Hour of Day[1]	Total Transactions	Average Number of Employees	% of Total Transactions	% of Total Employees	Difference between % of Transactions and % of Employees
7:00am	980	1.95	0.29	2.55	0.112
8:00am	19,405	3.93	5.66	5.15	1.099
9:00am	23,578	4.40	6.88	5.76	1.193
10:00am	29,922	6.40	8.73	8.39	1.041
11:00am	31,785	6.07	9.27	7.94	1.167
12:00pm	32,689	6.37	9.53	8.35	1.142
1:00pm	31,259	6.23	9.12	8.16	1.117
2:00pm	30,345	5.93	8.85	7.77	1.139
3:00pm	35,196	6.94	10.26	9.09	1.129
4:00pm	35,056	7.09	10.22	9.29	1.100
5:00pm	30,395	5.24	8.86	6.86	1.293
6:00pm	28,902	4.86	8.43	6.36	1.325
7:00pm	11,909	3.65	3.47	4.78	0.726
8:00pm	1,338	3.22	0.39	4.22	0.092
9:00pm	132	4.07	0.04	5.33	0.007

[1] All hour of day numbers refer to a full hour of operation. For example, Hour of Day "7:00am" begins at 7:00am and ends at 7:59am.

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In addition, the final initiated transaction at DLOs with a late-day closure occurred, on average, at 7:17 pm. This indicated that customers at these DLOs initiated transactions after the 7:00 pm closure time.

The 2010 Transaction Dataset only indicated the volume of transactions initiated at a given DLO, but could not indicate the time customers entered a DLO for a transaction. Therefore, it is unknown if the volume of transactions processed during the six o'clock hour was due to a continuous stream of customers or a backlog of customers from the 5 o'clock hour. Overall, the similar volume of transactions completed in the five o'clock and six o'clock hours suggests the need to retain the late-day hours at these DLOs.

INTERNET TRANSACTIONS AND CONNECTIVITY

Both the volume of Internet transactions and the percentage of Internet transactions by county are important to consider. Using both numbers together is most useful because they can be combined to determine counties with high transaction volumes but low percentages of online transactions. These types of counties can be targeted for additional marketing or resources to emphasize completing transactions online.

Harris county had the largest volume of Internet initiated transactions with 269,127 (Figure 43). The county with the highest

percentage of its total transactions completed online was Collin County at 28.1% (Figure 44).

To describe Internet connectivity, three variables were used: number of people who had internet access, number of people who used the Internet daily, and number of people who made a purchase online within thirty days of internet connectivity data collection. The online purchase variable was used because a customer completing a DL or ID transaction online is required to provide credit card information similar to making a purchase online. At 72.1%, Concho County had the highest percentage of people with

Transaction Request Method

Texas Online (TOL) Web
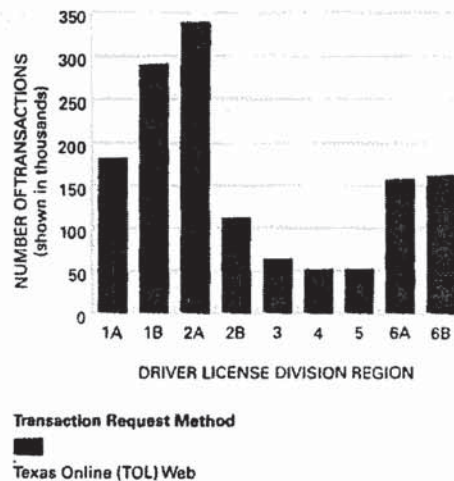
Figure 43. Volume of Internet initiated transactions by DL Region.

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access to the Internet and Starr County had the lowest at 36.3% (Figure 45). Llano County had the highest percentage of people with daily Internet use at 10.4% and Starr County had the lowest at 3.6% (Figure 46).

At 29.1%, Collin County had the highest percentage of people who made an online purchase within 30 days of Internet connectivity data collection and Starr County had the lowest at 7.2% (Figure 47).

Percent of Population with Internet Access

36.3 to 48.2
48.2 to 54.0
54.0 to 58.7
58.7 to 63.3
63.3 to 72.4
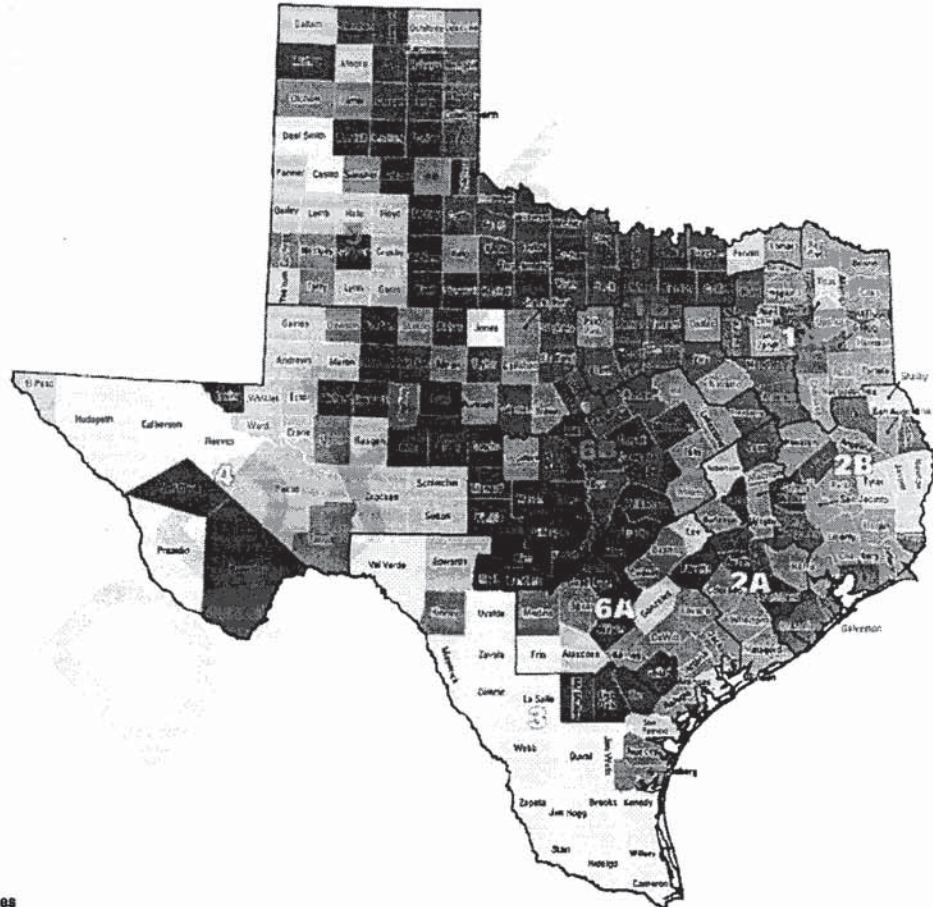
Figure 44. Percent of population with Internet access by county.

Percent of Population
with Daily Internet Access

3.6 to 5.4

5.4 to 6.4

6.4 to 7.3

7.3 to 8.2

8.2 to 10.4

N

0   50   100   150 Miles
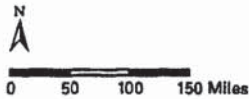
Figure 45. Percent of population with daily Internet use by county.

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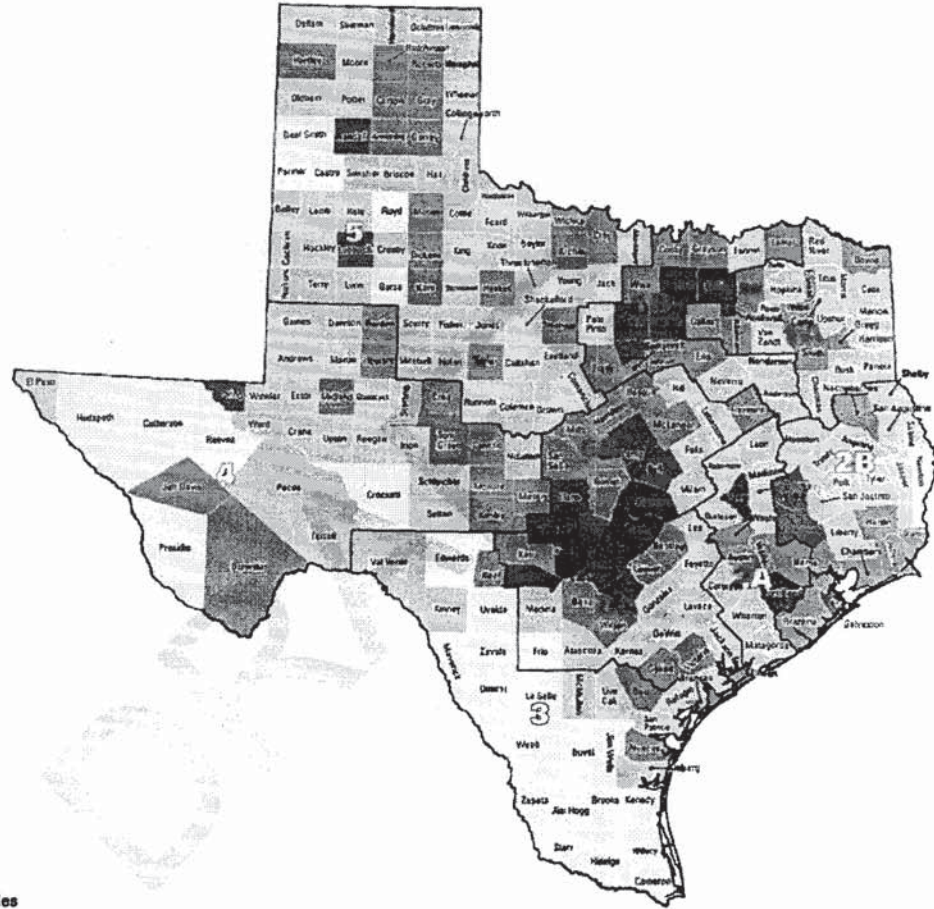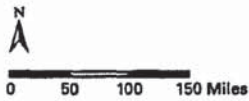
Figure 46. Percent of population that made an online purchase within 30 days of Internet connectivity data collection by county.
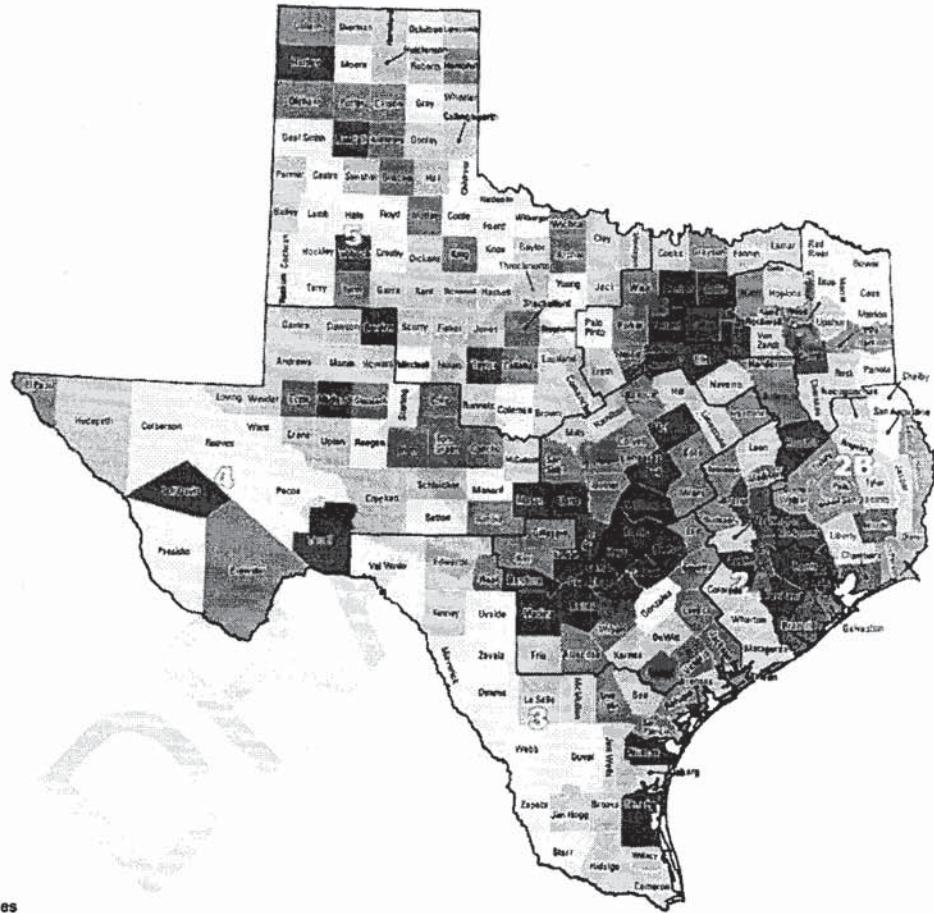
Figure 47. Internet transactions as a percentage of total initiated transactions by county.

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The correlation analysis showed statistically significant correlations between Internet initiated transaction percentages and two of the three Internet connectivity variables. The strongest correlation was between Internet initiated transactions and people who used the Internet daily at 0.539. The correlation between Internet initiated transactions and people who made an online purchase within 30 days of Internet connectivity data collection was the next strongest correlation at 0.471. The correlation between Internet initiated transactions and individuals that had Internet access was 0.119 and was not statistically significant (Table 10). The correlation analysis suggested that having access to the Internet was not connected to whether or not a customer used the Internet to initiate a transaction. Daily Internet usage and making purchases online were better indicators of populations that used the Internet for DL services.

TRANSACTIONS FOR TEMPORARY VISITORS

The volume of initiated transactions for Temporary Visitors was 88,121. The 2010 DLS data contained initiated transactions for Temporary Visitors from 189 Countries of Origin. Country of Origin volumes of initiated transactions for Temporary Visitors ranged from 0 to 9,572. India was the most frequent Country of Origin with a volume of 9,572. Mexico had the second highest volume at 5,603 and El Salvador had the third highest volume at 4,159. Countries of Origin volumes for initiated transactions for Temporary Visitors are depicted in Figure 48 and Appendix A, Table 7A.

The United States was listed as the Country of Origin in 3,085 initiated transactions for Temporary Visitors. These transactions were removed from analysis, because, by defini-

		Percent Access to Internet	Percent Daily Internet Use	Percent Purchased Item Online
Internet Transactions	Correlation Coefficient	.119	.539*	.471*
	Significance (2-tailed)	.058	.000	.000

Correlation is significant at the 0.01 level (2-tailed)

Table 10. Percent of Internet initiated transactions by county had a significant correlation with percent of people with daily Internet use and percent of people that made an online purchase within 30 days of Internet connectivity data collection. Percent of people who simply had access to Internet did not have a significant correlation with Internet initiated transactions.
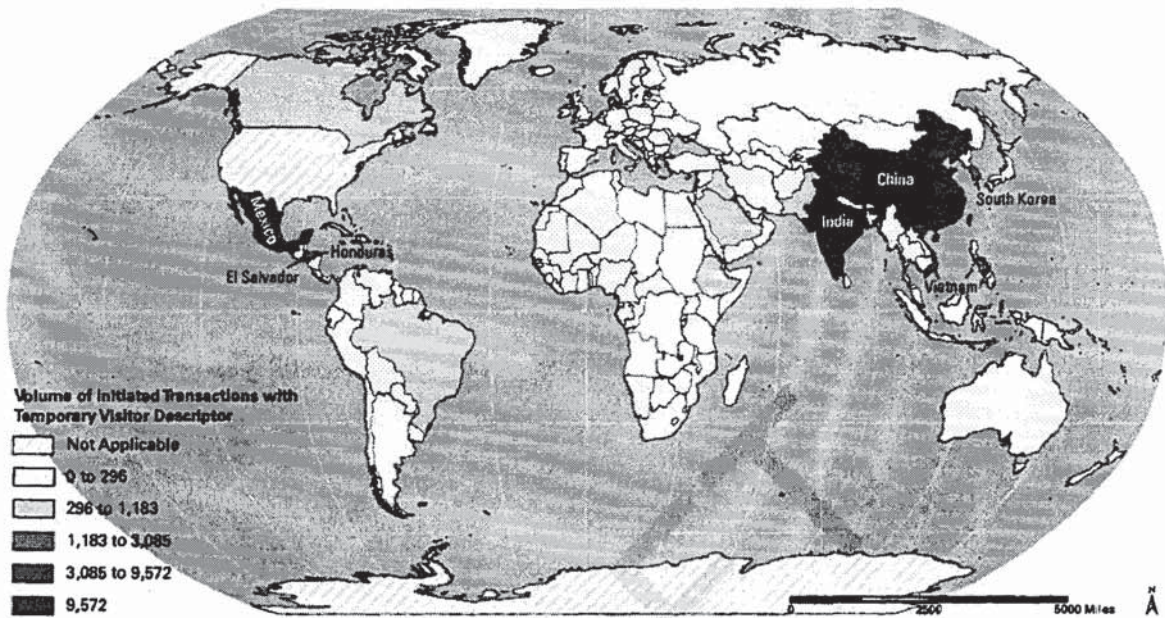
Figure 48. Countries of Origin Volumes for initiated transactions for Temporary Visitors.

tion, these transactions are for customers not from the United States. It is not known why the United States was listed as the Country of Origin for these transactions. The complexity of initiated transactions for Temporary Visitors could have contributed to these errors in data entry. Safeguards against data entry errors, additional employee training, or limiting locations where initiated transactions for Temporary Visitors are issued could increase data accuracy and usability.

DRIVER EDUCATION

Volume analyses and descriptive statistics analyses revealed inconsistencies in the DLS driver education data. Many transactions that were expected to have had driver education data did not. For example, only 38% of all Original DL transactions for 15- to 24-year-olds had driver education data. As a result of data inconsistencies and the likelihood of misleading results, no further analyses were completed on driver education.

Some of the inconsistencies in driver education data could be a result of weaknesses in the DLS and employee training. Currently, driver education documents must be scanned to complete a transaction requiring driver education information. However, the Driver Education Type field in the DLS is an op-

tional field and does not have to be filled-in to complete a transaction. As a result, some technicians may not have filled-in the driver education field. A solution to increase data accuracy and reduce the need for additional employee training is a change to the DLS that would make the Driver Education Type field a required field. This simple change in the DLS would prevent future driver education data inconsistencies and ensure that future data could be analyzed.

VISION, KNOWLEDGE, AND ROAD TESTS

Inconsistencies were revealed in the DLS Dataset test data. Analysis revealed that test results were recorded cumulatively and followed a customer through all of his or her transactions. For example, if a customer took and passed four vision tests since their first ID/DL transaction, the vision test field would contain a four. This means that the data does not reveal whether a particular type of test was passed or failed for the specific initiated transaction being analyzed. Instead, the data only revealed how many tests were passed and how many were failed by an individual over the course of all of their transactions. Thus, tests administered in CY 2010 could not be uniquely identified. As a result, no further analyses were completed on test data. To improve the usability of test data, a new field could be added to the database to allow for the recording of test passes/fails for transaction specific tests in addition to having a field with cumulative test results.

MODEL AND RISK EMPLOYEES

The greatest volume of transactions completed by an employee was 10,036. The lowest volume of transactions completed by an employee was 38 (Table 11).

Table 11. Model and risk employees by volume of transactions completed.

	Rank	User ID of Employee	Site Code	Volume of Transactions Completed, 2010
Model	1	SG00249	182	10,036
	2	KW06101	212	9,481
	3	JC06767	217	9,170
	4	DC04889	639	8,012
	5	RH07346	217	7,950
	6	SG00539	141	7,789
	7	MO00263	115	7,692
	8	AT08786	299	7,681
	9	SP08291	114	7,613
	10	AP05251	205	7,609
Risk	1	JB07561	402	38
	2	RM03805	604	39
	3	CM06756	215	42
	4	KU10597	207	60
	5	MV10600	207	60
	6	JP09288	421	78
	7	BF07123	402	78
	8	UJ00379	219	83
	9	TW10037	207	85
	10	SD10857	206	88

The model and risk employees by processing time for each transaction type are listed in Table 12.

The cumulative time to complete all state-wide transactions for the model employee would be 221,070 hours. The risk employee would complete them in 1,032,252 hours (Table 13). Of course, one employee would not be able to complete all the statewide transactions. However, this standardized measure allows all employees to be compared to highlight the large variation between the model and risk employees.

Table 12. Model and risk employees by transaction processing time for each transaction type.

	Rank	Duplicate ID			Original ID			Renew ID		
		User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	KU10597	207	00:03:49	SG00249	182	00:02:17	CW02017	109	00:01:45
	2	CC10481	299	00:02:48	CW02017	109	00:02:18	LG00663	299	00:01:47
	3	LB05253	607	00:01:58	RR00235	111	00:02:33	MF02050	613	00:01:54
	4	KO00428	405	00:01:42	CR00779	308	00:02:40	SG00249	182	00:01:55
	5	AS06829	602	00:02:17	KW06101	212	00:02:45	CR00779	308	00:01:59
	6	CM06769	204	00:02:42	CO07960	111	00:02:45	VM08808	314	00:01:59
	7	ED06924	616	00:02:44	KO00428	405	00:02:47	KO00428	405	00:02:01
	8	LA05500	313	00:02:07	MF02050	613	00:02:48	KW06101	212	00:02:05
	9	BG07537	529	00:03:47	SW07492	6956	00:02:51	AJ01645	613	00:02:05
	10	CO10319	421	00:02:14	DG07271	232	00:02:51	SW07492	216	00:02:06
Risk	1	OR07964	406	00:05:41	JB07561	402	00:10:31	JB07561	402	00:10:47
	2	JB07561	402	00:03:18	RM03805	604	00:10:09	RM03805	604	00:08:43
	3	GM09648	523	00:03:37	OR07964	406	00:09:27	RS10469	299	00:07:11
	4	RM03805	604	00:07:34	FL07416	101	00:08:41	OR07964	406	00:06:43
	5	LP00803	401	00:04:23	JF10462	607	00:08:37	CG10003	504	00:06:38
	6	ED00783	303	00:04:49	JP00149	115	00:08:29	AM07241	448	00:06:30
	7	EL01039	301	00:04:14	SD07481	403	00:08:28	MV10600	207	00:06:30
	8	MQ07095	521	00:05:19	CG10003	504	00:08:16	BV10910	124	00:06:27
	9	BW00710	638	00:05:09	BW00710	638	00:08:11	CP10847	140	00:06:18
	10	CS00797	320	00:03:58	MH07660	302	00:08:06	MH08074	512	00:06:15

(continued)

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(continued) **Table 12.** Model and risk employees by transaction processing time for each transaction type.

	Rank	Duplicate DL			Modify DL		
		User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	SG00249	182	00:01:33	DT09299	207	00:02:49
	2	VM08808	314	00:01:41	EM00209	108	00:03:31
	3	CW02017	109	00:01:45	ND07770	607	00:03:31
	4	KO00428	405	00:01:47	RF00218	312	00:03:38
	5	JB00140	132	00:01:53	CA04830	320	00:03:44
	6	KW06101	212	00:01:53	AL12262	205	00:03:47
	7	CO07960	111	00:01:54	BG07537	529	00:03:47
	8	PH07239	405	00:01:55	DR10939	605	00:03:48
	9	CR00779	308	00:01:56	RK00293	134	00:03:50
	10	JG07954	114	00:01:56	GB10942	212	00:03:54
Risk	1	JC00359	206	00:05:35	TH07494	635	00:47:49
	2	RM03805	604	00:05:26	LL07669	396	00:38:41
	3	BS07806	219	00:05:21	YA07425	506	00:34:24
	4	MA09670	216	00:05:18	MV04870	502	00:34:07
	5	BJ06658	604	00:05:16	LO09319	324	00:33:49
	6	MS08397	604	00:05:15	MR00426	420	00:32:39
	7	FL07416	101	00:05:12	DA09693	122	00:31:30
	8	MH07660	302	00:05:10	CM09637	609	00:31:20
	9	OR07964	406	00:05:09	DH05654	409	00:30:56
	10	PL00275	101	00:05:08	MF02050	613	00:30:37

(continued)

The ideal employee, a composite of the model employee for each transaction type by processing time, could complete all statewide transactions in 191,323 hours (Table 13).

It is difficult to classify model and risk employees because there are many unknown factors that cannot be explained with the available data. When determining model

(continued) **Table 12.** Model and risk employees by transaction processing time for each transaction type.

	Rank	Original DL			Renew DL		
		User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	CW02017	109	00:04:13	SG00249	182	00:02:01
	2	KH00232	108	00:04:31	LG00663	299	00:02:16
	3	EM00209	108	00:04:32	KW06101	212	00:02:18
	4	VE09815	206	00:04:32	CW02017	109	00:02:24
	5	MC07310	206	00:05:04	AT08786	299	00:02:28
	6	KW06101	212	00:05:09	CR00779	308	00:02:30
	7	RK00293	134	00:05:12	VM08808	314	00:02:35
	8	MN10422	616	00:05:19	VE09815	206	00:02:35
	9	SW07492	216	00:05:25	AL12262	205	00:02:36
	10	RV00525	141	00:05:28	LL00292	182	00:02:37
Risk	1	LG00303	299	00:45:30	PT06835	699	00:09:32
	2	JB07561	402	00:36:49	OR07964	406	00:09:17
	3	TH00517	504	00:34:02	MH07660	302	00:07:36
	4	MH07660	302	00:33:26	TL01948	604	00:07:32
	5	RL00309	307	00:33:22	MB10486	426	00:07:25
	6	DW05726	627	00:32:28	MQ07095	521	00:07:22
	7	NC03013	318	00:32:22	MS08397	604	00:07:19
	8	BT01668	508	00:31:56	LG00303	394	00:07:13
	9	LP00803	401	00:31:18	DA00732	320	00:07:01
	10	AM07241	448	00:30:36	BW08779	604	00:06:57

and risk employees by transaction volume for example, 38 was the lowest volume of transactions completed by an employee. This employee could have been a supervisor who normally did not process transactions but may have filled in periodically when needed. In addition, the analysis did not consider the types of transactions each employee processed. Certain transaction types such as Original DLs take several minutes longer to process than other transaction types. Employees with short average transaction processing times may have been tasked with completing transaction types that had shorter

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processing times. Therefore, it is misleading to classify a person as a model employee simply because he/she had low average processing times. This variation in transaction type processing times also has an influence on the volume of transactions an employee can process. Employees that processed transactions that had longer average processing times most likely had smaller volumes of processed

transactions. Another factor that must be considered is location. An employee in a high volume DLO cannot be compared with an employee in a low volume DLO because the number of transactions being processed by the employee in the low volume DLO is not reflective of the employee's abilities but rather of customer demand.

Table 13. Model and risk employees by time that would be required to complete cumulative statewide transactions.

	Rank	User ID of Employee	Site Code	Time to Complete Cumulative Statewide Transactions (hours)
Model	1	CW02017	109	221,070
	2	LG00663	299	240,331
	3	EM00209	108	242,210
	4	KH00232	108	243,452
	5	DT09299	207	244,814
	6	VE09815	206	250,582
	7	SW07492	216	258,763
	8	CG00295	217	260,577
	9	RK00293	134	261,362
	10	JC06767	217	262,660
Risk	1	LG00303	394	1,032,252
	2	OR07964	406	922,814
	3	RL00309	307	899,948
	4	JB07561	402	893,698
	5	NC00774	305	893,443
	6	MH07660	302	883,960
	7	TH00517	504	868,162
	8	YA07425	506	853,466
	9	NC03013	318	840,939
	10	TH07494	635	827,662

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4 Conclusions & Recommendations

The Business Intelligence Analysis report has provided a detailed view of 2010 statewide and regional transaction and demographic data to inform short-term and long-term decision-making aimed at improving the customer experience at DLOs across Texas. The most salient conclusions and recommendations are summarized below.

- Initiated transactions have temporal variation throughout the day, week, and year. Staffing and service decisions should consider these temporal variations.

- Among the seven transaction types, there is variation in the volume of initiated transactions and the average time spent processing each type of transaction. When targeting transaction types for processing time (transaction plus wait time) improvement, both transaction volume and processing time variation should be considered to achieve the greatest processing time improvement with the least cost.

- The seasonal peak and regional variation in initiated transactions for Temporary Visitors should be considered when staffing and offering services because of the specific requirements of this type of transaction.

- Overall, the Regions containing Austin (6A), San Antonio (6B), DFW (1A and 1B), and Houston (2A and 2B) were modeled an increased number of DLOs and FTEs. All other Regions were modeled fewer DLOs and FTEs. These results indicate a need for the redistribution of resources for the state to achieve equitable allocation of DLD services.

- Model reallocated FTEs and initiated transactions volumes by region and Mega Urban Study Area revealed that the placement of one Mega DLO in Austin, one in San Antonio, and two in both DFW and Houston would most equitably serve customers.

- The addition of six Mega DLOs will likely improve DLD services in Austin, San Antonio, DFW, and Houston. The addition of the potential Mega DLOs may alter customer demand at nearby existing DLOs. As this occurs, FTE

assignments will need to be modified at nearby DLOs to best serve customer demand.

- A New FTE Disparity remained at many existing DLOs and potential Mega DLOs after the FTE Assignment process was complete. To equalize New FTE Disparity, it is important that as employees leave (e.g. retire, resign) a DLO that has a positive New FTE Disparity, additional employees are not hired to filled the over allocated FTE positions. As these FTE positions become available from DLOs that were over allocated, the FTE positions should be transferred to DLOs that have a negative New FTE Disparity (FTE Need). Transferring FTE positions that become available from over allocated DLOs to DLOs with FTE Need would potentially allow for the newly available FTE(s) to have a positive impact on a greater number of customers.

- Over time, multiple DLOs could be closed with minimal disruption to employees and customers. The closure of some, or all, of these DLOs would make resources available for reallocation to other DLOs where they could have a positive impact on a greater number of customers.

- The high correlation between percentage of people who used Internet daily and Internet transactions as a percentage of total transactions can be used to target counties for marketing campaigns aimed at encouraging the use of online

DLD services. Any counties with a low percentage of Internet transactions, but a high percentage of people who used Internet daily have the potential to increase Internet transaction volume. Increasing Internet transaction volume will reduce stress on DLOs.

- Model and risk employees can be determined using multiple methods. Although the results of these methods differ, they are all similar in that there is a large variation between the model and risk employees. Although it may not be reasonable to expect all employees to perform to the level of the model employees, they serve as a measure of what is possible for an employee.

- The discovery of data inconsistencies for both testing and driver education data, highlight the importance of collecting data in a way that can be meaningfully analyzed. This can be achieved by requiring the entry of data for certain fields for specific transaction types and by implementing data collection methods that record transaction specific information (not cumulative from multiple transactions).

- Future research, studies, and analyses should be explored to determine cost/savings estimates for DLO closures and openings, optimal number of statewide FTEs, and longer-term office location and staffing recommendations. These tasks are achievable after the acquisition and analysis of additional data including detailed arrival- and wait-time data.

5 References

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A Appendix A: Additional Tables

Table *of* Tables

Table 1A. Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Abilene	30,256	13.1	1.9	1.5	0.2
Alice	11,600	5.1	2.9	0.5	0.3
Alpine	2,320	1.1	1.2	0.1	0.1
Alvin	31,339	13.9	3.1	1.4	0.3
Amarillo	55,380	23.5	2.5	2.4	0.3
Andrews	3,297	1.8	1.8	0.2	0.2
Angleton	26,021	11.5	3.2	1.3	0.4
Anson	1,994	1.2	1.2	0.1	0.1
Aransas Pass	13,072	5.8	3.3	0.4	0.2
Arlington	83,014	34.1	2.6	3.8	0.3
Athens	15,294	6.8	2.5	0.7	0.3
Atlanta	3,962	2.2	2.2	0.2	0.2
Austin - Capitol	739	0.3	0.4	0.0	0.0
Austin - Denson	4,510	2.0	1.1	0.3	0.2
Austin - North	81,257	34.4	1.8	3.9	0.2
Austin - Northwest	62,581	26.5	2.8	2.7	0.3
Austin - South Congress	71,817	30.4	2.2	2.8	0.2
Ballinger	1,825	2.7	2.7	0.2	0.2
Bastrop	14,709	6.5	2.1	0.7	0.2
Batch Processes (Mobile DLOs)	10,770	2.6	2.6	N/A	N/A
Bay City	8,906	3.9	2.2	0.4	0.2
Baytown	41,064	18.2	2.6	1.8	0.3
Beaumont	43,927	19.0	3.1	1.6	0.3
Beeville	7,298	3.3	2.5	0.4	0.3
Big Lake	442	0.9	0.9	0.1	0.1
Big Spring	7,182	10.8	5.4	1.1	0.5
Boerne	22,765	10.1	3.8	1.0	0.4
Bonham	5,860	2.7	2.9	0.3	0.3
Borger	5,454	2.4	1.5	0.3	0.2

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Bowie	4,270	2.1	1.1	0.3	0.1
Brady	1,410	0.7	0.7	0.1	0.1
Breckenridge	2,071	2.2	2.2	0.2	0.2
Brenham	14,019	6.2	3.5	0.6	0.3
Brownfield	3,048	1.6	1.6	0.2	0.2
Brownsville	42,322	18.7	2.6	1.3	0.2
Brownwood	9,759	4.3	2.4	0.4	0.2
Bryan	42,783	18.1	2.1	1.4	0.2
Cameron	3,274	2.6	2.6	0.2	0.2
Canton	11,248	5.0	2.8	0.5	0.3
Carrollton	75,812	32.1	3.1	3.1	0.3
Carthage	4,324	2.0	2.2	0.1	0.1
Cedar Hill	39,806	16.8	2.2	1.5	0.2
Center	5,778	2.7	2.9	0.2	0.2
Centerville	2,709	1.3	1.3	N/A	N/A
Childress	2,856	1.3	0.8	0.1	0.1
Clarksville	2,068	1.1	1.1	0.1	0.1
Clear Lake	60,692	25.7	3.0	2.3	0.3
Cleburne	31,292	13.6	3.1	1.6	0.4
Cleveland	17,351	7.7	2.9	0.6	0.2
Coleman	1,346	1.3	1.3	0.1	0.1
Colorado City	1,154	1.4	1.4	0.1	0.1
Columbus	10,114	4.5	2.5	0.5	0.3
Comanche	2,312	1.2	1.2	0.1	0.1
Conroe	63,519	28.1	2.4	3.0	0.3
Copperas Cove	11,293	5.0	2.8	0.4	0.2
Corpus Christi	63,759	27.0	2.1	2.7	0.2
Corsicana	12,202	5.4	3.0	0.5	0.3
Crane	774	0.6	0.6	0.1	0.1

(continued)

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(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Crockett	4,496	2.0	2.2	0.2	0.2
Crosbyton	1,420	0.8	0.8	0.1	0.1
Crystal City	3,849	1.8	1.9	0.2	0.2
Cuero	3,856	1.8	1.9	0.2	0.2
Daingerfield	2,909	1.6	1.6	0.2	0.2
Dalhart	978	2.7	2.7	0.2	0.2
Dallas - Downtown	37,924	16.8	3.1	0.9	0.2
Dallas - East	87,777	37.1	2.3	4.0	0.2
Dallas - Southwest	48,697	20.6	2.2	2.1	0.2
Decatur	15,881	7.0	2.0	0.8	0.2
Del Rio	10,829	4.8	1.8	0.5	0.2
Denton	44,663	19.8	2.8	1.9	0.3
Denver City	2,490	1.3	1.3	0.2	0.2
Dimmitt	1,308	1.2	1.2	0.1	0.1
Dumas	5,762	3.9	1.9	0.3	0.2
Eagle Pass	11,712	5.2	1.9	0.5	0.2
Eastland	4,372	2.0	1.1	0.2	0.1
Edinburg	31,743	14.1	2.3	1.0	0.2
El Paso - Gateway	51,192	18.5	2.0	1.7	0.2
El Paso - Hondo Pass	33,023	14.0	1.6	1.4	0.2
El Paso - Northwest	32,478	13.8	2.0	1.3	0.2
El Paso - Scott Simpson	50,396	20.5	2.0	2.1	0.2
Fairfield	1,648	4.5	4.5	0.5	0.5
Floresville	7,253	3.4	1.8	0.3	0.2
Floydada	940	0.5	0.5	0.0	0.0
Fort Bliss	1,917	0.8	0.3	0.1	0.0
Fort Hood	4,358	2.0	2.2	0.2	0.2
Fort Stockton	2,766	1.3	1.4	0.2	0.2
Fort Worth	69,311	28.5	2.9	3.1	0.3

(continued)

BUSINESS INTELLIGENCE ANALYSIS REPORT | APPENDIX A: ADDITIONAL TABLES **A4**

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Fredericksburg	5,720	2.7	2.8	0.3	0.3
Friona	653	1.0	1.0	0.1	0.1
Gainesville	10,724	4.7	2.7	0.4	0.2
Galveston	4,188	1.9	0.7	0.5	0.2
Garland	70,994	30.1	1.7	3.6	0.2
Gatesville	5,168	2.4	2.6	0.2	0.2
Georgetown	40,410	17.9	4.0	1.9	0.4
Gilmer	7,619	3.4	2.0	0.4	0.2
Gonzales	5,419	2.5	1.6	0.3	0.2
Graham	5,012	2.7	1.3	0.3	0.1
Granbury	12,897	5.7	3.2	0.6	0.4
Grand Prairie	38,904	16.5	2.8	1.5	0.2
Greenville	16,311	7.2	2.1	0.7	0.2
Groesbeck	4,186	2.5	2.5	0.3	0.3
Hamilton	1,059	0.8	0.8	0.1	0.1
Harlingen	31,021	13.1	2.6	1.1	0.2
Haskell	954	1.3	1.3	0.2	0.2
Hempstead	20,896	9.3	3.5	0.8	0.3
Henderson	8,529	3.8	2.1	0.4	0.2
Hereford	4,953	2.6	1.3	0.2	0.1
Hillsboro	7,555	3.3	2.3	0.3	0.2
Hondo	7,039	3.9	2.0	0.4	0.2
Houston - Dacoma	78,517	33.2	2.3	2.3	0.2
Houston - Gessner	151,236	64.1	1.7	5.5	0.1
Houston - Grant Road	81,078	34.3	2.7	2.6	0.2
Houston - Tidwell	41,697	17.7	2.6	1.4	0.2
Houston - Townhurst	94,703	40.1	2.8	2.8	0.2
Houston - Vantage Parkway	56,519	23.9	2.0	1.5	0.1
Houston - Winkler	67,994	28.8	2.3	2.2	0.2

(continued)

BUSINESS INTELLIGENCE ANALYSIS REPORT | APPENDIX A: ADDITIONAL TABLES A5

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Humble	51,601	21.8	2.6	1.7	0.2
Huntsville	18,345	8.1	3.0	0.9	0.3
Hurst	99,217	40.8	3.1	4.0	0.3
Irving	51,545	21.9	2.3	2.0	0.2
Jacksonville	9,395	4.2	2.9	0.4	0.3
Jasper	9,694	4.3	1.9	0.3	0.1
Jourdanton	7,262	3.2	1.8	0.3	0.2
Kermit	1,010	1.4	1.4	0.2	0.2
Kerrville	14,070	6.6	2.3	0.7	0.2
Killeen	31,932	13.8	2.3	1.3	0.2
Kingsville	8,753	3.9	2.4	0.4	0.2
Kountze	409	2.1	2.1	0.2	0.2
Lake Worth	61,400	25.3	2.5	2.6	0.3
Lamesa	2,360	1.3	1.3	0.1	0.1
Lampasas	2,709	2.1	2.1	0.2	0.2
Laredo	48,095	21.3	2.2	2.0	0.2
Levelland	5,144	2.7	1.4	0.3	0.1
Lewisville	51,929	23.0	3.2	2.1	0.3
Liberty	12,070	5.3	3.0	0.6	0.3
Littlefield	2,867	1.5	1.5	0.1	0.1
Livingston	10,425	4.6	2.6	0.4	0.2
Llano	2,039	2.7	2.7	0.2	0.2
Longview	30,138	13.1	1.9	1.3	0.2
Lubbock	57,118	24.2	2.2	2.3	0.2
Lufkin	20,329	9.0	2.5	0.8	0.2
Marble Falls	9,090	4.3	2.4	0.4	0.2
Marshall	14,521	6.4	2.4	0.6	0.2
Mason	2,786	2.2	2.2	0.2	0.2
McAllen	54,362	23.0	2.5	1.9	0.2

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(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
McKinney	54,617	24.2	2.5	2.4	0.2
Meridian	2,022	2.8	2.8	0.3	0.3
Midland	30,236	13.1	1.3	1.2	0.1
Mineral Wells	7,317	3.2	1.8	0.3	0.2
Mission	6,153	2.7	1.5	0.3	0.2
Monahans	2,641	1.6	1.6	0.2	0.2
Mount Pleasant	10,552	4.7	2.6	0.4	0.3
Muleshoe	1,325	0.7	0.7	0.1	0.1
Nacogdoches	13,773	6.1	2.3	0.6	0.2
New Boston	3,945	2.2	2.2	0.2	0.2
New Braunfels	28,117	12.4	2.8	1.2	0.3
Odessa	29,145	12.6	1.8	1.1	0.2
Orange	18,353	8.1	3.0	0.7	0.3
Palestine	10,369	4.6	2.6	0.4	0.2
Pampa	6,714	3.0	1.9	0.3	0.2
Paris	11,661	5.2	2.9	0.5	0.3
Pasadena	44,686	19.8	2.2	2.0	0.2
Pecos	2,473	1.4	1.4	0.1	0.1
Perryton	2,903	1.3	0.9	0.2	0.1
Pierce	11,293	5.0	2.8	0.6	0.3
Plainview	8,195	3.6	1.4	0.4	0.1
Plano	96,739	39.0	2.8	4.5	0.3
Port Arthur	21,426	9.5	3.6	0.9	0.3
Port Lavaca	5,322	2.5	2.7	0.2	0.2
Presidio	1,265	0.6	0.6	0.1	0.1
Quitman	7,984	3.5	2.0	0.4	0.2
Rio Grande City	11,049	4.9	2.8	0.5	0.3
Rockwall	30,744	13.6	5.1	1.0	0.4
Rosenberg	67,445	29.9	2.8	2.9	0.3

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(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Rusk	649	0.8	0.8	0.1	0.1
San Antonio - Gen. McMullen	72,885	30.8	3.0	3.1	0.3
San Angelo	28,067	12.1	2.2	1.2	0.2
San Antonio - Babcock	101,874	43.1	2.5	4.7	0.3
San Antonio - District	65,478	27.7	2.7	2.5	0.2
San Antonio Pat Booker Rd.	85,098	36.0	2.2	4.1	0.3
San Marcos	28,368	12.6	2.8	1.3	0.3
Seguin	15,349	6.8	2.5	0.7	0.3
Seminole	2,589	1.2	1.3	0.1	0.1
Sherman	26,314	11.6	2.6	1.0	0.2
Sinton	6,928	3.2	3.5	0.3	0.3
Snyder	3,368	2.9	2.9	0.2	0.2
Stanton	327	1.0	1.0	0.2	0.2
Stephenville	8,471	3.7	2.1	0.3	0.2
Sulphur Springs	9,308	4.1	2.3	0.4	0.2
Sweetwater	3,665	1.9	1.9	0.2	0.2
Taylor	9,407	4.2	4.7	0.4	0.4
Temple	27,343	11.9	2.7	1.0	0.2
Terrell	20,983	9.3	2.6	0.9	0.2
Texarkana	15,618	6.9	2.6	0.6	0.2
Texas City	42,713	18.9	3.5	1.5	0.3
Tulia	877	1.2	1.2	0.1	0.1
Tyler	38,331	16.6	2.1	1.5	0.2
Uvalde	6,572	2.9	1.6	0.3	0.2
Van Horn	462	1.2	1.2	0.2	0.2
Vernon	3,716	1.7	1.0	0.2	0.1
Victoria	22,532	10.0	2.5	0.9	0.2
Waco	44,291	18.7	2.0	2.0	0.2
Wallisville	5,967	2.8	1.5	0.4	0.2

(continued)

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(continued) **Table 1A.** Usage and Processing Factors by Office.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Waxahachie	29,980	13.3	2.1	1.6	0.3
Weatherford	22,410	9.9	2.2	1.0	0.2
Weslaco	28,395	12.6	2.8	1.1	0.3
Wichita Falls	30,505	12.9	1.9	1.5	0.2
Woodville	2,484	3.0	3.0	0.3	0.3
Zapata	1,689	0.8	0.9	0.2	0.2

Table 2A. Driver License Offices within Three-Model or Two-Model Confluences.

Three-Model Confluences		Three-Model Confluences	
Driver License Office	Region	Driver License Office	Region
Alice	3	Brownwood	5
Alvin	2B	Bryan	2A
Amarillo	5	Carrollton	1A
Arlington	1B	Cedar Hill	1A
Athens	1B	Clear Lake	2B
Austin - North	6B	Cleburne	1B
Austin - North West	6B	Conroe	2B
Austin - South Congress	6B	Corpus Christi	3
Bastrop	6A	Corsicana	1B
Bay City	2A	Dallas - East	1A
Beaumont	2B	Del Rio	3
Beeville	3	Denton	1B
Boerne	6A	Dumas	5
Bonham	1B	El Paso - Hondo Pass	4
Bowie	5	El Paso - Northwest	4
Brenham	2A	El Paso - Scott Simpson	4
Brownsville	3	Floresville	6A

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(continued) **Table 2A.** Driver License Offices within Three-Model or Two-Model Confluences.

Three-Model Confluences		Three-Model Confluences	
Driver License Office	**Region**	**Driver License Office**	**Region**
Galveston	2B	McKinney	1B
Garland	1A	Mineral Wells	1B
Georgetown	6B	Mt. Pleasant	1A
Graham	5	NE Dallas	1A
Granbury	1B	New Braunfels	6A
Grand Prairie	1A	Odessa	4
Greenville	1A	Palestine	1B
Harlingen	3	Paris	1B
Hillsboro	6B	Pasadena	2B
Houston - Dacoma	2A	Plainview	5
Houston - Gessner	2A	Plano	1B
Houston - Grant Road	2A	Rockwall	1A
Houston - Townhurst	2A	Rosenberg	2A
Houston - Vantage Parkway	2A	San Angelo	4
Houston - Winkler	2B	San Antonio - District	6A
Huntsville	2B	San Antonio - Pat Booker Rd.	6A
Irving	1A	San Marcos	6A
Jasper	2B	Seminole	4
Kerrville	6A	Sherman	1B
Killeen	6B	Temple	6B
Laredo	3	Terrell	1A
Levelland	5	Texarkana	1A
Lewisville	1B	Tyler	1A
Livingston	2B	Uvalde	3
Longview	1A	Victoria	6A
Lubbock	5	Waxahachie	1B
Marshall	1A	Weslaco	3
McAllen	3	Wichita Falls	5

(continued)

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(continued) **Table 2A.** Driver License Offices within Three-Model or Two-Model Confluences.

Two-Model Confluence		Two-Model Confluence	
Driver License Office	Region	Driver License Office	Region
Angleton	2B	Hurst	1B
Ballinger	5	Jacksonville	1A
Big Spring	4	Jourdanton	6A
Brady	4	Lake Worth	1B
Canton	1A	Liberty	2B
Cleveland	2B	Lufkin	2B
Daingerfield	1A	Mission	3
Decatur	1B	Monahans	4
Eastland	5	Nacogdoches	2B
Ft. Worth	1B	New Boston	1A
Gainesville	1B	Orange	2B
Gatesville	6B	Pampa	5
Henderson	1A	Port Lavaca	6A
Hondo	6A	Weatherford	1B

Table 3A. FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Abilene	5	8	7.0	1.0	12	8	1.0
Alice	3	2	2.3	-0.3	2	2	-0.3
Alpine	4	1	0.7	0.3	1	1	0.3
Alvin	2B	5	6.8	-1.8	7	5.5	-1.3

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).
* * Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.
Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

TA_003335

(continued) **Table 3A.** FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Amarillo	5	11	11.8	-0.8	15	11	-0.8
Andrews	4	1	0.8	0.2	1	1	0.2
Angleton	2B	4	6.7	-2.7	5	5	-1.7
Anson	5	1	0.6	0.4	1	1	0.4
Aransas Pass	3	2	2.7	-0.7	2	2	-0.7
Arlington**	1B	16	17.3	-1.3	21	20.4	3.1
Athens	1B	3	3.0	0.0	3	3	0.0
Atlanta	1A	1	1.1	-0.1	1	1	-0.1
Austin (Potential Mega)	6B	0	15.1	-15.1	0	25	9.9
Austin - North West	6B	11	13.9	-2.9	14	12.6	-1.3
Austin - North**	6B	22	20.7	1.3	25	22.8	2.1
Austin - South Congress*	6B	16	22.4	-6.4	19	19	-1.3
Baird	5	0	0.7	-0.7	0	0	-0.7
Ballinger	5	0	0.7	-0.7	0	0	-0.7
Bastrop	6A	4	4.2	-0.2	4	4	-0.2
Bay City	2A	2	1.9	0.1	2	2	0.1
Baytown	2B	8	7.7	0.3	11	8	0.3
Beaumont	2B	7	7.9	-0.9	11	7	-0.9
Beeville	3	2	2.1	-0.1	2	2	-0.1
Big Lake	4	0	0.3	-0.3	0	0	-0.3
Big Spring	4	2	1.8	0.2	2	2	0.2
Boerne	6A	3	4.0	-1.0	4	3	-1.0
Bonham	1B	1	1.6	-0.6	1	1	-0.6
Borger	5	2	1.1	0.9	2	2	0.9

* *DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).*
** *Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.*
Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

TA_003336

(continued) **Table 3A.** FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Bowie	5	2	1.3	0.7	2.5	2	0.7
Brady	4	1	0.7	0.3	1	1	0.3
Breckenridge	5	1	0.5	0.5	1	1	0.5
Brenham	2A	2	2.0	0.0	3	2	0.0
Brownfield	5	1	0.7	0.3	2	1	0.3
Brownsville	3	8	11.4	-3.4	11	10.1	-1.3
Brownwood	5	2	2.0	0.0	3	2	0.0
Bryan	2A	10	11.1	-1.1	13	10	-1.1
Burnet	6B	1	0.9	0.1	1	1	0.1
Cameron	6B	1	1.4	-0.4	1	1	-0.4
Canadian	5	0	0.3	-0.3	0	0	-0.3
Canton	1A	2	2.7	-0.7	3	2	-0.7
Carrollton*	1A	12	18.0	-6.0	12	12	-1.3
Carthage	1A	1	1.2	-0.2	1	1	-0.2
Cedar Hill**	1A	9	10.1	-1.1	11	11	0.9
Center	2B	1	1.8	-0.8	2	1	-0.8
Centerville	2A	1	1.1	-0.1	1	1	-0.1
Childress	5	2	0.5	1.5	2	2	1.5
Clarendon	5	0	0.4	-0.4	0	0	-0.4
Clarksville	1A	1	0.6	0.4	1	1	0.4
Clear Lake*	2B	10	15.9	-5.9	12	12	-2.9
Cleburne	1B	5	4.7	0.3	8	5	0.3
Cleveland	2B	3	3.2	-0.2	4	3	-0.2
Coleman	5	0	0.4	-0.4	0	0	-0.4
Colorado City	5	1	0.5	0.5	1	1	0.5

* *DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).*
** *Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.*
Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

(continued)

TA_003337

(continued) **Table 3A.** FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Columbus	2A	2	1.6	0.4	2	2	0.4
Comanche	5	1	0.6	0.4	1	1	0.4
Conroe	2B	13	10.9	2.1	16	13	2.1
Copperas Cove**	6B	2	1.7	0.3	3	2	0.3
Corpus Christi	3	15	13.8	1.2	18	15	1.2
Corsicana	1B	2	2.5	-0.5	3	2	-0.5
Crane	4	1	0.5	0.5	1	1	0.5
Crockett	2B	1	1.2	-0.2	1	1	-0.2
Crosbyton	5	1	0.7	0.3	1	1	0.3
Crystal City	3	1	1.2	-0.2	2	1	-0.2
Cuero	6A	1	1.0	0.0	2	1	0.0
Daingerfield	1A	1	1.1	-0.1	1	1	-0.1
Dalhart	5	0	0.7	-0.7	0.5	0	-0.7
Dallas - East*	1A	19	23.5	-4.5	19	19	-1.3
Dallas - Southwest*	1A	11	21.1	-10.1	12	12	-8.2
Decatur	1B	4	2.6	1.4	5	4	1.4
Del Rio	3	3	2.1	0.9	3	3	0.9
Denton	1B	8	14.2	-6.2	11	11	-3.2
Denver City	5	1	0.6	0.4	1	1	0.4
Dimmitt	5	1	0.3	0.7	1	1	0.7
Dumas	5	2	1.1	0.9	3	2	0.9
Eagle Pass	3	3	2.4	0.6	4	3	0.6
Eastland	5	2	0.9	1.1	2	2	1.1
Edinburg*	3	7	9.5	-2.5	7	7	-1.6
Edna	6A	0	0.7	-0.7	0	0	-0.7

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).

** Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.

Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

(continued)

TA_003338

US_00000562

(continued) **Table 3A.** FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
El Paso - Gateway**	4	13	8.9	4.1	16	13	4.1
El Paso - Hondo Pass	4	10	8.9	1.1	13	10	1.1
El Paso - Northwest	4	8	5.6	2.4	11	8	2.4
El Paso - Scott Simpson*	4	13	17.7	-4.7	16	16	-1.3
Fairfield	6B	0	0.9	-0.9	0	0	-0.9
Falfurrias	3	0	0.7	-0.7	0	0	-0.7
Floresville	6A	2	2.5	-0.5	3	2	-0.5
Floydada	5	1	0.4	0.6	1	1	0.6
Fort Stockton	4	1	0.9	0.1	1	1	0.1
Fredericksburg	6A	1	1.0	0.0	1	1	0.0
Friona	5	0	0.3	-0.3	0	0	-0.3
Ft. Worth*	1B	12	18.5	-6.5	15	15	-1.3
Gainesville	1B	2	2.0	0.0	3	2	0.0
Galveston	2B	3	3.2	-0.2	4	3	-0.2
Garland**	1A	21	17.6	3.4	21	21	3.4
Gatesville	6B	1	1.5	-0.5	2	1	-0.5
George West	3	0	0.5	-0.5	0	0	-0.5
Georgetown	6B	5	6.1	-1.1	7	5	-1.1
Gilmer	1A	2	2.0	0.0	2	2	0.0
Goldthwaite	6B	0	0.4	-0.4	0	0	-0.4
Gonzales	6A	2	1.1	0.9	3	2	0.9
Graham	5	2	1.2	0.8	3	2	0.8
Granbury	1B	2	2.9	-0.9	3	2	-0.9
Grand Prairie	1A	7	8.1	-1.1	7	7	-1.1
Greenville	1A	4	3.8	0.2	5	4	0.2

*DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).
* * Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.
Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

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(continued) **Table 3A.** FTE Assignments were recommended for every existing DLO and potential Mega DLO. Existing FTE Allocation, Model Reallocated FTEs, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. New FTE Disparity was calculated after FTE Assignments.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Groesbeck	6B	1	1.4	-0.4	1	1	-0.4
Hallettsville	6A	0	1.1	-1.1	0	0	-1.1
Hamilton	6B	1	0.3	0.7	1	1	0.7
Harlingen	3	6	8.0	-2.0	6	6	-2.0
Haskell	5	1	0.2	0.8	1	1	0.8
Hempstead	2A	3	3.0	0.0	3	3	0.0
Henderson	1A	2	1.7	0.3	2	2	0.3
Hereford	5	2	1.0	1.0	3	2	1.0
Hillsboro	6B	2	1.5	0.5	2	2	0.5
Hondo	6A	2	2.1	-0.1	3	2	-0.1
Houston - Dacoma*	2A	17	26.6	-9.6	23	23	-1.3
Houston - Gessner	2A	44	41.2	2.8	54	44	2.8
Houston - Grant Road*	2A	15	25.6	-10.6	20	20	-1.4
Houston - Tidwell*	2B	8	13.3	-5.3	11	11	-1.3
Houston - Townhurst**	2A	17	17.3	-0.3	20	19.6	2.3
Houston - Vantage Pkwy**	2A	14	11.2	2.8	17	14	2.8
Houston - Winkler*	2B	15	22.1	-7.1	18	18	-2.6
Humble	2B	10	12.8	-2.8	14	11.4	-1.4
Huntsville	2B	3	4.7	-1.7	6	3.3	-1.4
Hurst*	1B	16	24.1	-8.1	22	22	-1.3
Irving	1A	11	15.9	-4.9	15	14.6	-1.3
Jacksonville	1A	2	1.9	0.1	2	2	0.1
Jasper	2B	3	2.0	1.0	3	3	1.0
Jourdanton	6A	2	2.2	-0.2	3	2	-0.2
Katy** (Potential Mega)	2A	0	18.7	-18.7	0	25	6.3

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).

* * Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.

Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

(continued)

TA_003340

(continued) **Table 3A.** FTE Assignments were recommended for every exiting DLO and potential Mega DLO. Existing FTE Allocation, Modeled FTE Reallocation, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. After FTE Assignments, New FTE Disparities were calculated.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Kermit	4	0	0.4	-0.4	0	0	-0.4
Kerrville	6A	3	3.0	0.0	5	3	0.0
Killeen*	6B	7	10.5	-3.5	9	9	-1.4
Kingsville	3	2	1.9	0.1	3	2	0.1
Kountze	2B	0	2.0	-2.0	0	0	-2.0
Lake Worth	1B	12	15.8	-3.8	15	14.5	-1.3
Lamesa	4	1	0.8	0.2	1	1	0.2
Lampasas	6B	1	0.8	0.2	1	1	0.2
Laredo	3	11	11.7	-0.7	12	11	-0.7
Levelland	5	2	1.2	0.8	2	2	0.8
Lewisville	1B	8	14.8	-6.8	11	11	-3.8
Liberty	2B	2	2.2	-0.2	3	2	-0.2
Littlefield	5	1	0.6	0.4	1	1	0.4
Livingston	2B	2	2.6	-0.6	3	2	-0.6
Llano	6B	0	0.6	-0.6	0	0	-0.6
Longview	1A	8	7.1	0.9	9	8	0.9
Lubbock	5	13	14.8	-1.8	18	13.5	-1.3
Lufkin	2B	4	4.2	-0.2	6	4	-0.2
Marble Falls	6B	2	2.1	-0.1	2	2	-0.1
Marshall	1A	3	2.5	0.5	4	3	0.5
McAllen**	3	11	11.8	-0.8	14	14	2.2
McKinney	1B	11	11.8	-0.8	14	11	-0.8
Meridian	6B	0	0.8	-0.8	0	0	-0.8
Midland	4	12	7.7	4.3	15	12	4.3
Mineral Wells	1B	2	1.5	0.5	2	2	0.5

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).

** Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.

Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

(continued)

TA_003341

(continued) **Table 3A.** FTE Assignments were recommended for every exiting DLO and potential Mega DLO. Existing FTE Allocation, Modeled FTE Reallocation, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. After FTE Assignments, New FTE Disparities were calculated.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Mission*	3	2	7.7	-5.7	3	3	-2.5
Monahans	4	1	0.5	0.5	1	1	0.5
Mount Pleasant	1A	2	2.2	-0.2	3	2	-0.2
Muleshoe	5	1	0.5	0.5	1	1	0.5
Munday	5	0	0.2	-0.2	0	0	-0.2
North Arlington** (Potential Mega)	1B	0	9.1	-9.1	0	25	15.9
Nacogdoches	2B	3	3.4	-0.4	5	3	-0.4
Northeast Dallas** (Potential Mega)	1A	0	20.5	-20.5	0	31	10.5
New Boston	1A	1	1.5	-0.5	2	1	-0.5
New Braunfels	6A	5	6.4	-1.4	6	5.1	-1.3
Odessa	4	8	7.5	0.5	11	8	0.5
Orange	2B	3	3.1	-0.1	5	3	-0.1
Palestine	1B	2	2.4	-0.4	2	2	-0.4
Pampa	5	2	1.1	0.9	2	2	0.9
Panhandle	5	0	0.3	-0.3	0	0	-0.3
Paris	1B	2	2.1	-0.1	2	2	-0.1
Pasadena**	2B	10	10.5	-0.5	13	13	2.5
Pecos	4	1	0.8	0.2	1	1	0.2
Perryton	5	2	0.8	1.2	2	2	1.2
Pierce	2A	2	1.6	0.4	3	2	0.4
Plainview	5	3	1.5	1.5	4	3	1.5
Plano*	1B	17	25.9	-8.9	22	22	-1.3
Port Arthur	2B	3	5.7	-2.7	5	4.4	-1.3

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).

** Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.

Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

(continued) **Table 3A.** FTE Assignments were recommended for every exiting DLO and potential Mega DLO. Existing FTE Allocation, Modeled FTE Reallocation, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. After FTE Assignments, New FTE Disparities were calculated.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Port Lavaca	6A	1	1.1	-0.1	1	1	-0.1
Presidio	4	1	0.3	0.7	1	1	0.7
Quanah	5	0	0.2	-0.2	0	0	-0.2
Quitman	1A	2	2.5	-0.5	2	2	-0.5
Rio Grande City	3	2	2.6	-0.6	3	2	-0.6
Roby	5	0	0.3	-0.3	0	0	-0.3
Rockwall*	1A	3	9.0	-6.0	5	5	-3.0
Rosenberg	2A	12	8.6	3.4	16	12	3.4
Rusk	1A	0	1.0	-1.0	0	0	-1.0
San Angelo	4	7	6.0	1.0	9	7	1.0
San Antonio - Babcock	6A	20	23.3	-3.3	22	22	-1.3
San Antonio - District**	6A	12	11.7	0.3	14	14	2.3
San Antonio - Gen. McMullen*	6A	12	18.9	-6.9	14	14	-2.6
San Antonio (Potential Mega)	6B	0	16.4	-16.4	0	25	8.6
San Antonio - Pat Booker Rd.	6A	19	17.5	1.5	22	19	1.5
San Marcos	6A	5	9.6	-4.6	6	6	-3.6
Seguin	6A	3	2.7	0.3	4	3	0.3
Seminole	4	1	0.6	0.4	1	1	0.4
Seymour	5	0	0.2	-0.2	0	0	-0.2
Shamrock	5	0	0.4	-0.4	0	0	-0.4
Sherman	1B	5	4.8	0.2	5	5	0.2
Sinton	3	1	2.1	-1.1	2	1	-1.1
Snyder	5	0	0.8	-0.8	0	0	-0.8
Sonora	4	0	0.7	-0.7	1	0	-0.7
Spring** (Potential Mega)	2B	0	17.0	-17.0	0	25	8.0

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).

** Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.

Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

TA_003343

US_00000567

(continued) **Table 3A.** FTE Assignments were recommended for every exiting DLO and potential Mega DLO. Existing FTE Allocation, Modeled FTE Reallocation, FTE Disparity, and FTE Carrying Capacity were used to recommend FTE Assignments. After FTE Assignments, New FTE Disparities were calculated.

Driver License Office	Region	Existing FTE Allocation	Modeled FTE Reallocation	FTE Disparity	FTE Carrying Capacity	FTEs Assigned	New FTE Disparity
Stanton	4	0	0.3	-0.3	0	0	-0.3
Stephenville	1B	2	1.8	0.2	2	2	0.2
Sulphur Springs	1A	2	2.0	0.0	3	2	0.0
Sweetwater	5	1	0.7	0.3	1	1	0.3
Taylor	6B	1	3.7	-2.7	2	2	-1.7
Temple	6B	5	6.5	-1.5	6	5.2	-1.3
Terrell	1A	4	6.1	-2.1	4	4	-2.1
Texarkana	1A	3	3.1	-0.1	4	3	-0.1
Texas City	2B	6	6.6	-0.6	10	6	-0.6
Tulia	5	0	0.4	-0.4	0	0	-0.4
Tyler	1A	9	10.1	-1.1	11	9	-1.1
Uvalde	3	2	1.4	0.6	2	2	0.6
Van Horn	4	0	0.2	-0.2	0.5	0	-0.2
Vernon	5	2	0.8	1.2	2	2	1.2
Victoria	6A	5	3.9	1.1	8	5	1.1
Waco	6B	11	10.8	0.2	14	11	0.2
Wallisville	2B	2	1.6	0.4	3	2	0.4
Waxahachie	1B	7	6.3	0.7	11	7	0.7
Weatherford	1B	5	4.4	0.6	6	5	0.6
Weslaco**	3	5	8.1	-3.1	9	9	0.9
Wichita Falls	5	8	7.4	0.6	11	8	0.6
Woodville	2B	0	0.8	-0.8	0	0	-0.8
Zapata	3	1	0.7	0.3	1	1	0.3

* DLO with FTE Need, but limited Carrying Capacity, resulted in FTE(s) being assigned to a nearby DLO(s).
* * Additional FTE(s) assigned from nearby DLO(s) due to nearby DLO's limited Carrying Capacity.
Red Driver License Office continued to have FTE Need because it reached Carrying Capacity and no nearby DLO(s) could absorb FTE(s).

Table 4A. Tier 1 and Tier 2 Potential Driver License Office Closures with closure criteria and comments.

| Driver License Office | Region | Potential Closure Criteria | | | | | Sum | Comments* |
		One	Two	Three	Four	Five		
Anson	5		1	1			2	Customers can travel to Abilene (22 mi) or Haskell (30 mi).
Baird	5			1			1	
Burnet	6B		1	1	1		3	Customers can travel to Marble Falls (14 mi) or Lampasas (21 mi).
Canadian	5	1					1	
Coleman	5		1	1			2	Customers can travel to Ballinger (35 mi) or Brownwood (28 mi).
Colorado City	5		1	1			2	Customers can travel to Sweetwater (27 mi).
Comanche	5		1	1			2	Customers can drive to Stephenville (34 mi), Hamilton (33 mi), or Brownwood (25 mi).
Crane	4						0	
Denver City	5		1	1			2	Customers can travel to Brownfield (41 mi) and Seminole (21 mi).
Dimmitt	5		1				1	
Edna	6A			1			1	
Fairfield	6B		1	1			2	Customers can travel to Palestine (35 mi), Corsicana (30 mi), or Groesbeck (35 mi).
Floydada	5						0	
Friona	5						0	
George West	3			1			1	
Goldthwaite	6B			1			1	
Hallettsville	6A			1			1	
Johnson City	6B						0	
Kermit	4		1				1	
Kountze	2B			1			1	
Marfa	4						0	
Munday	5						0	
Panhandle	5			1			1	
Quanah	5						0	
Roby	5						0	
Rusk	1A			1			1	
Stanton	4						0	
Tulia	5			1			1	

TIER 1 POTENTIAL DLO CLOSURE (vertical row label)

Only potential office closures fulfilling 2 or more criteria that are recommended closures have comments. Mileage is approximate.

(continued) **Table 4A.** Tier 1 and Tier 2 Potential Driver License Office Closures with closure criteria and comments.

	Driver License Office	Region	Potential Closure Criteria					Sum	Comments*
			One	Two	Three	Four	Five		
TIER 2 POTENTIAL DLO CLOSURE	Andrews	4		1	1			2	Customers can travel to Odessa (36 mi) or Seminole (28 mi).
	Cameron	6B	1	1	1			3	Customers can travel to Taylor (42 mi), Temple (33 mi), or Bryan (43 mi).
	Carthage	1A		1	1			2	Customers can travel to Marshall (29 mi), Henderson (27 mi), or Center (27 mi).
	Daingerfield	1A		1	1		1	3	Customers can travel to Mt. Pleasant (17 mi) or Atlanta (33 mi). Daingerfield is losing population.
	Dalhart	5	1		1			2	Had one of the lowest transaction volumes and customers can travel Dumas (39 mi).
	Littlefield	5		1	1			2	Customers can travel to Levelland (23 mi) or Lubbock (37 mi).
	New Boston	1A		1	1		1	3	Customers can travel to Texarkana (20 mi) or Clarksville (39 mi). 2010 data shows that many customers already drive to Texarkana.
	Woodville	2B		1	1			2	Customers can travel to Livingston (30 mi) or Jasper (20 mi).

Only potential office closures fulfilling 2 or more criteria that are recommended closures have comments. Mileage is approximate.

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Table 5A. Monthly percentage of initiated transactions by 15- to 19-year-olds for each DLO averaged for CY 2010.

Driver License Office	Average Monthly Percentage	Driver License Office	Average Monthly Percentage
Abilene	23%	Alvin	31%
Alice	23%	Amarillo	21%
Alpine	18%	Andrews	26%

(continued)

(continued) **Table 5A.** Monthly percentage of initiated transactions by 15- to 19-year-olds for each DLO averaged for CY 2010.

Driver License Office	Average Monthly Percentage	Driver License Office	Average Monthly Percentage
Angleton	25%	Bryan	19%
Anson	21%	Burnet	24%
Aransas Pass	24%	Cameron	24%
Arlington	25%	Canton	23%
Athens	22%	Carrollton	23%
Atlanta	25%	Carthage	21%
Austin - Capitol	0%	Cedar Hill	23%
Austin - Denson	1%	Center	19%
Austin - North	14%	Centerville	24%
Austin - Northwest	24%	Childress	25%
Austin - South Congress	19%	Clarksville	25%
Ballinger	21%	Clear Lake	23%
Bastrop	25%	Cleburne	24%
Bay City	24%	Cleveland	26%
Baytown	22%	Coleman	24%
Beaumont	20%	Colorado City	22%
Beeville	22%	Columbus	29%
Big Lake	25%	Comanche	23%
Big Spring	23%	Conroe	30%
Boerne	31%	Copperas Cove	21%
Bonham	27%	Corpus Christi	20%
Borger	25%	Corsicana	21%
Bowie	23%	Crane	31%
Brady	23%	Crockett	22%
Breckenridge	23%	Crosbyton	27%
Brenham	24%	Crystal City	23%
Brownfield	17%	Cuero	24%
Brownsville	21%	Daingerfield	24%
Brownwood	22%	Dalhart	27%

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(continued) **Table 5A.** Monthly percentage of initiated transactions by 15- to 19-year-olds for each DLO averaged for CY 2010.

Driver License Office	Average Monthly Percentage	Driver License Office	Average Monthly Percentage
Dallas - Downtown	5%	Gatesville	26%
Dallas - East	18%	Georgetown	29%
Dallas - Southwest	18%	Gilmer	23%
Decatur	25%	Gonzales	25%
Del Rio	19%	Graham	23%
Denton	23%	Granbury	21%
Denver City	22%	Grand Prairie	20%
Dimmitt	23%	Greenville	23%
Dumas	24%	Groesbeck	24%
Eagle Pass	16%	Hamilton	21%
Eastland	21%	Harlingen	22%
Edinburg	22%	Haskell	26%
El Paso - Gateway	17%	Hempstead	34%
El Paso - Hondo Pass	19%	Henderson	22%
El Paso - Northwest	21%	Hereford	25%
El Paso - Scott Simpson	24%	Hillsboro	22%
Fairfield	28%	Hondo	26%
Floresville	27%	Houston - Dacoma	13%
Floydada	23%	Houston - Gessner	17%
Fort Bliss	4%	Houston - Grant Road	29%
Fort Hood	6%	Houston - Tidwell	16%
Fort Stockton	21%	Houston - Townhurst	22%
Fort Worth	20%	Houston - Vantage Parkway	20%
Fredericksburg	23%	Houston - Winkler	16%
Friona	30%	Humble	24%
Gainesville	24%	Huntsville	22%
Galveston	24%	Hurst	25%
Garland	23%	Irving	14%

(continued)

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(continued) **Table 5A.** Monthly percentage of initiated transactions by 15- to 19-year-olds for each DLO averaged for CY 2010.

Driver License Office	Average Monthly Percentage	Driver License Office	Average Monthly Percentage
Jacksonville	24%	Monahans	25%
Jasper	18%	Mount Pleasant	21%
Jourdanton	23%	Muleshoe	20%
Kermit	28%	Nacogdoches	19%
Kerrville	20%	New Boston	24%
Killeen	20%	New Braunfels	25%
Kingsville	19%	Odessa	20%
Kountze	13%	Orange	23%
Lake Worth	23%	Palestine	20%
Lamesa	22%	Pampa	22%
Lampasas	29%	Paris	23%
Laredo	22%	Pasadena	21%
Levelland	24%	Pecos	23%
Lewisville	32%	Perryton	28%
Liberty	26%	Pierce	24%
Littlefield	26%	Plainview	21%
Livingston	18%	Plano	25%
Llano	21%	Port Arthur	21%
Longview	21%	Port Lavaca	22%
Lubbock	21%	Presidio	25%
Lufkin	22%	Quitman	21%
Marble Falls	24%	Rio Grande City	28%
Marshall	20%	Rockwall	32%
McAllen	24%	Rosenberg	31%
McKinney	32%	Rusk	24%
Meridian	24%	San Angelo	21%
Midland	24%	San Antonio - Babcock	19%
Mineral Wells	20%	San Antonio - District	16%
Mission	10%	San Antonio - Gen. McMullen	20%

(continued)

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US_00000573

(continued) **Table 5A.** Monthly percentage of initiated transactions by 15- to 19-year-olds for each DLO averaged for CY 2010.

Driver License Office	Average Monthly Percentage	Driver License Office	Average Monthly Percentage
San Antonio - Pat Booker Rd.	25%	Texas City	22%
San Marcos	22%	Tulia	21%
Seguin	21%	Tyler	22%
Seminole	26%	Uvalde	20%
Sherman	23%	VanHorn	27%
Sinton	27%	Vernon	22%
Snyder	20%	Victoria	21%
Stanton	25%	Waco	21%
Stephenville	22%	Wallisville	27%
Sulphur Springs	25%	Waxahachie	27%
Sweetwater	20%	Weatherford	27%
Taylor	27%	Weslaco	23%
Temple	23%	Wichita Falls	22%
Terrell	25%	Woodville	27%
Texarkana	21%	Zapata	21%

Table 6A. Average percentage of initiated transactions by 15- to 19-year-olds by month.

Month of CY 2010	Average Percentage	Month of CY 2010	Average Percentage
January	21%	July	25%
February	20%	August	23%
March	22%	September	19%
April	24%	October	19%
May	24%	November	19%
June	28%	December	19%

Table 7A. Volume of initiated transactions for Temporary Visitors by Country of Origin.

Country of Origin	Volume of Initiated Transactions	Country of Origin	Volume of Initiated Transactions
India	9,572	France	347
Mexico	5,603	Kenya	296
El Salvador	4,159	Malaysia	212
China	3,810	Spain	201
United States	3,085	Somalia	199
South Korea	1,812	Indonesia	192
Honduras	1,370	Peru	183
Vietnam	1,183	Australia	182
Myanmar	820	Bangladesh	176
Iraq	819	Cameroon	167
Nigeria	748	Russia	155
Philippines	733	Argentina	148
Nepal	725	Angola	141
Saudi Arabia	620	Italy	141
Cuba	619	Singapore	133
Pakistan	605	Guatemala	129
United Kingdom	594	Congo	128
Venezuela	593	Egypt	127
Bhutan	579	Norway	124
Canada	573	Jordan	107
Japan	546	Kazakhstan	107
Colombia	502	Congo, DRC	105
North Korea	446	Israel	105
Germany	445	South Africa	100
Brazil	426	Ghana	97
Thailand	415	Sri Lanka	89
Iran	412	Zimbabwe	86
Turkey	375	Kuwait	84
Ethiopia	359	Netherlands	82

(continued)

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(continued) **Table 7A.** Volume of initiated transactions for Temporary Visitors by Country of Origin.

Country of Origin	Volume of Initiated Transactions	Country of Origin	Volume of Initiated Transactions
Jamaica	81	Bulgaria	35
Eritrea	79	Finland	35
Burkina Faso	73	Afghanistan	34
Nicaragua	72	Rwanda	34
Chile	68	Syria	34
Ecuador	66	Uganda	34
Trinidad & Tobago	65	Belgium	32
Lebanon	62	New Zealand	32
Micronesia	62	Senegal	32
Romania	60	Cambodia	30
United Republic of Tanzania	60	Dominican Republic	30
Haiti	59	Greece	29
Burundi	58	Guinea	28
Ireland	58	Marshall Islands	28
Bolivia	55	Serbia	27
Ukraine	53	Grenada	26
Liberia	52	Hungary	26
Denmark	50	St. Lucia	26
Morocco	50	Zambia	26
Sweden	48	Belize	25
Costa Rica	47	Portugal	23
Libya	47	Switzerland	21
Cote d'Ivoire	46	Algeria	20
Gabon	44	Austria	20
Panama	44	Azerbaijan	20
United Arab Emirates	44	Turkmenistan	20
Poland	41	Palau	19
Sudan	39	Equatorial Guinea	18
Mali	38	Moldova	17

(continued)

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(continued) **Table 7A.** Volume of initiated transactions for Temporary Visitors by Country of Origin.

Country of Origin	Volume of Initiated Transactions	Country of Origin	Volume of Initiated Transactions
The Bahamas	16	Mauritania	7
Benin	16	Niger	7
Chad	16	Oman	7
Bosnia & Herzegovina	15	Antigua & Barbuda	6
Croatia	15	Armenia	6
Sierra Leone	15	Slovakia	6
Albania	14	Togo	6
Bahrain	14	Bermuda	5
Qatar	14	Macedonia	5
Czech Republic	13	Barbados	4
Laos	13	British Indian Ocean Territory	4
Mongolia	13		
Uzbekistan	13	Estonia	4
Dominica	12	Latvia	4
Belarus	11	Madagascar	4
Lithuania	11	Namibia	4
Malawi	11	Central African Republic	3
Kyrgyzstan	10	American Samoa	2
Botswana	9	Aruba	2
Guyana	9	Brunei	2
Paraguay	9	Fiji	2
Tajikistan	9	French Southern & Antarctic Lands	2
Tunisia	9		
Uruguay	9	Greenland	2
Yemen	9	Mayotte	2
Cyprus	8	St. Kitts & Nevis	2
Georgia	8	Samoa	2
Iceland	8	Slovenia	2
Mauritius	8	Anguilla	1

(continued)

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(continued) **Table 7A.** Volume of initiated transactions for Temporary Visitors by Country of Origin.

Country of Origin	Volume of Initiated Transactions	Country of Origin	Volume of Initiated Transactions
Christmas Island	1	Netherlands Antilles	1
Djibouti	1	Niue	1
French Guiana	1	Norfolk Island	1
Guadeloupe	1	St. Helena	1
Guam	1	St. Vincent & The Grenadines	1
Kiribati	1		
Lesotho	1	Seychelles	1
Maldives	1	Suriname	1
Malta	1	Turks & Caicos Islands	1
Mozambique	1	Virgin Islands	1

B Appendix B: List *of* Acronyms

CY
Calendar Year

DDL
???

DFW
Dallas-Fort Worth

DL
Driver License

DLD
Driver License Division

DLO
Driver License Office

DLS
Driver License System

ESRI
Environmental Systems Research Institute

FTE
Full-time Equivalent

GIS
Geographic Information System

GPP
Government Partnerships Program

ID
Identification

SPSS
Statistical Package for the Social Sciences

TOL IVR
Texas Online Interactive Voice Recognition

TOL WEB
Texas Online Web

TxDPS
Texas Department of Public Safety

TxState
Texas State University-San Marcos

BUSINESS INTELLIGENCE ANALYSIS REPORT | APPENDIX B: LIST OF ACRONYMS **B**1